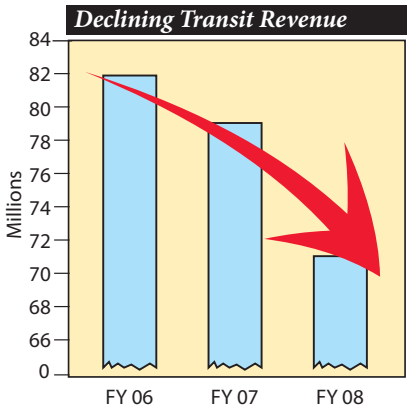
INTRODUCING MTS: AN OUTSTANDING TRANSIT AGENCY

We've all read similar headlines: California slashes funding for public transportation ($3 billion in three years). State Transit Assistance funds eliminated. Sales tax revenues nose dive. Fuel prices soar. National economy tanks.

In rapid succession, these economic knock down punches hurtled toward San Diego's Metropolitan Transit System (MTS). MTS, however, was not alone in facing up to the myriad challenges presented by such dire realities. What sets MTS apart is how it has transformed itself over the last three fiscal years to be able to stand up to this barrage, and emerge even stronger than before.



Before outlining MTS achievements in each of the Qualitative Measures defined in the entry form, let us set the stage and take you back to what was happening within the organization just before and during Fiscal Year 2006.

- The last leg of the San Diego Trolley Green Line opens, further connecting the greater San Diego region via public transportation. Ridership exceeded expectations with more than 25,000 riders per weekday in its initial year.
- MTS begins its Comprehensive Operational Analysis, a market-driven approach to establish a new master plan for its network of 90+ fixed routes (for the first time in more than 25 years). Almost every route in the system is realigned and rescheduled.
- Policies to build back depleted reserves are enacted.
- Internal operations continue to shift as a result of state mandated reorganization of regional planning and funding functions, and the consolidation of three operating entities – San Diego Trolley, San Diego Transit and the Metropolitan Transit System –under the direction of one board of directors.
- A beloved and respected leader – Leon Williams – retires as the longtime MTS Chairman of the Board.

These major internal impacts, when combined with external factors outside of MTS's direct control, create an extraordinary set of events and challenges for MTS. However, as you will read in the next few pages, MTS not only successfully handled adversity, but **improved** service, reliability, ridership, productivity, cost effectiveness, fare box recovery, non-fare revenue and vital infrastructure.

The following results reflect: **Leadership, Teamwork, Professionalism and Accountability**. And in its approach with the community and its employees, MTS also demonstrates how APTA's other core values – **Integrity, Excellence, Diversity, Inclusiveness, and Fairness and Equity** – have helped achieve broad-based support for public transportation.

Thank you for your consideration of MTS for the Outstanding Public Transportation System Achievement Awards for agencies providing 30 million or more passenger trips annually.

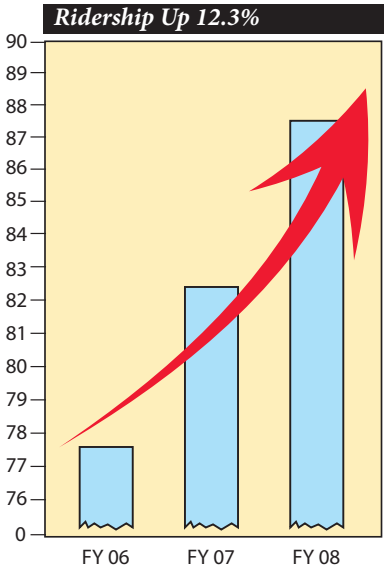
Operational Efficiencies

In this category, MTS clearly demonstrated how **Leadership, Teamwork, Accountability** and **Inclusiveness** led to significant new efficiencies in operating procedures. Its efforts to redesign its bus route network were guided by the following principles:

- *Customer Focused*: Provide services that reflect the travel needs and priorities of our customers.
- *Competitive System*: Provide services that are competitive with other travel options by meeting market segment expectations.
- *Develop an Integrated System*: Develop transit services as part of an integrated network rather than a collection of individual routes.
- *Develop a Sustainable System*: Provide appropriate types and levels of service that are consistent with market demands and are maintainable under current financial conditions.

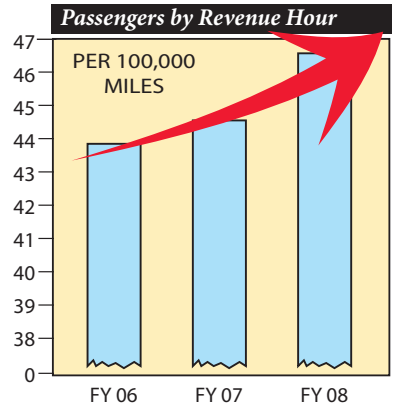
The implementation of its new master plan was a collaborative effort by almost every department within the organization. The operation plan – which can be generally characterized as reallocating bus resources from areas of low productivity to areas where ridership could be increased – has generated exceptional results:

- Ridership is up 12.3%, from 77.6 to 87.2 million.



- On time performance increases by 6%, despite a 55% increase in wheelchair lift deployments.
- MTS consolidated most contracted services. The negotiated procurement (awarded to Veolia) saved MTS more than $19.4 million.
- Productivity of reallocated resources improved from 11.2 passengers per revenue hour to 33.6 passengers.

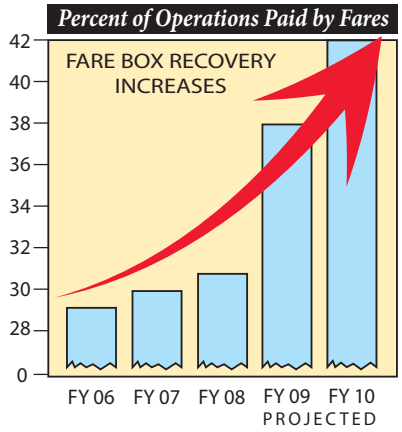
- Productivity climbed by 7% in terms of passenger per revenue hour.



Financial Management

MTS was way ahead of the curve in recognizing dwindling subsidy revenues. In 2006 it enacted a two-phase fare increase and developed new policies to increase non-fare revenue. The results allowed MTS to retain the majority of its bus routes and schedules despite the significant decrease in subsidies.

- Fare revenue jumped 12% from $67.58 million in 2006 to $75.94 million in 2008, more than replacing the $4 million drop in subsidy revenue over the same time.
- Farebox recovery jumped 3.4% to 38.4% for the system (it is projected to be 42% in FY 09 and as high as 45% in FY 10).
- Subsidy per passenger decreased 14.1% ($1.48 in '06 vs. $1.27 in '08).



The transportation industry also took the bad and the good of high fuel prices in 2008. While higher prices led to higher than expected ridership, it also caused agencies to experience higher than expected expenses. At MTS, financial controls maintained cost increases at extremely low rates.

- Cost per revenue hour (including rapidly increasing fuel prices) increased only 2.6% from the 2006 cost of $103.01 to $105.72 in 2008. Excluding fuel cost, the MTS cost per revenue hour increased only 2.2%, demonstrating the agency's cost effectiveness.

To help balance its budget, MTS also renegotiated advertising contracts and for the first time ever on an on-going basis allowed exterior wrap advertising on its trolley vehicles. This move increased annual advertising revenue from $900,000 to more than $2.4 million in the last four years. To make these achievements possible MTS had to pay attention to all facets of its business.

Attendance and Employee Costs

In 2008, MTS negotiated a collective bargaining agreement with the Amalgamated Transit Union (ATU) that has the most comprehensive work rule changes in MTS history. The new agreement was made possible by MTS working hard to have a cooperative and synergistic relation with the ATU leadership. While the agreement calls for a significant wage increase for new hires and top step employees, the work rule changes had the following positive impacts for management:

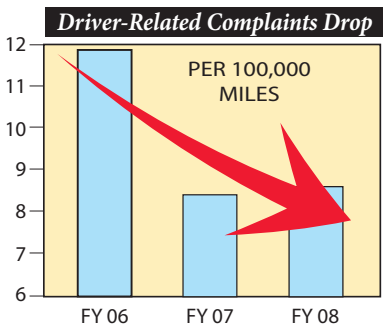
- Reduced absenteeism, saving MTS about $500,000 in the first year of the labor agreement alone.
- Reduced vacation and sick leave accruals and significantly limited overtime eligibility for pension accrual purposes and for all employees hired after the contract ratification.
- Made shakeups and vacation picks more efficient and less costly by requiring employees to bid on weekends or by proxy.
- The resultant savings enabled MTS to increase the starting pay from $10.87 to $14.28 per hour, allowing MTS to attract a more qualified employee.

MTS also created a "Return to Work" program for employees with work-related injuries. This program is a win-win for employees and the Agency. Employees earn a higher wage than they would from workers' compensation payments and MTS uses the employees to complete important but less physically strenuous tasks. The program has reduced the number of new claims and reduced the duration of the employee's absence due to injuries.

During the last three years, to balance its budget, MTS did not just increase fares and reduce service. In **Fairness and Equity** to its passengers, MTS reduced the number of managers to reduce its internal expenses. Since consolidation in 2005, MTS has reduced management/administration staff by more than 18%.

Customer Service

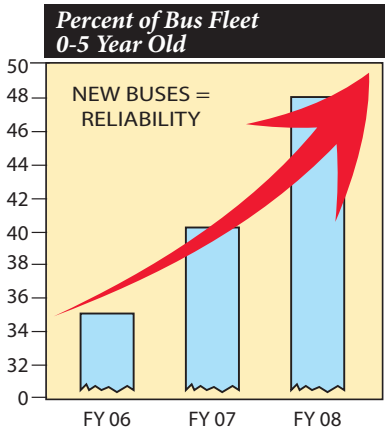
Despite all of the external factors at play, MTS remained focused on internal operations and Customer Service remained at the top of its priority list. Significant gains were made in areas related to customer service and reliability:



- Driver-related complaints per 100,000 riders decreased 26.8% from 11.88 in '06 to 8.69 in '08.

- Transitioned to 100% on-line ADA Certification.
- Added 120 new paratransit vehicles.
- Added 26 Blue Bird 45-foot over-the-road coaches for Commuter Express service.
- Purchased 26 NABI 60-foot articulated CNG buses.
- Purchased 50 New Flyer 40-foot CNG buses.
- Purchased 12 New Flyer 35-foot gas hybrid buses.
- Total operator assisted calls for last three years: 2,303,420.
- Automated Telephone calls for last three years: 963,842.
- On-line trip plans for last three years: 2,985,690.

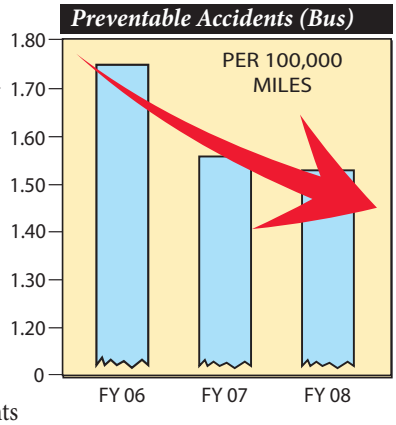
MTS also developed an internal Customer Complaint system, which automatically pulls information from the Regional Transit Management System to reduce staff time necessary to investigate customer complaints.



Safety

MTS customers enjoy one of the safest systems in the nation. On board the trolley, the incident rate per 100,000 passengers is only 0.6, a rate that is significantly below other transit systems in the west. The agency has also deployed several successful training programs for bus and trolley operators with impressive results:

- Preventable accident frequency in MTS Bus decreased by 14% (from 1.78 incidents per 100,000 miles to 1.53 incidents).
- A Defensive Driving Course for all MTS Train operators contributed to a 28% decline in all accidents (regardless of fault).



MTS has also improved overall safety through:

- Three explosive detection canine teams through a Cooperative Agreement with the Transportation Security Administration.
- Close Circuit TV surveillance at 12 stations, bringing the total to 17 stations with almost 200 cameras.

Minority and Women Advancement

Encouraging and promoting **Diversity** is another top priority for MTS. For the past several years, the agency has increased the minority population among its management and executive groups. MTS's overall minority population is 65% and the female population has expanded to 27% in recent years. At the end of FY 07, MTS employed nine more females in an active employee population that included six fewer positions when compared to the previous year. One of these is the first female to hold the top position (Chief Operating Officer Transit Services) at the MTS Bus Division. The MTS General Counsel is also a female.

MTS is **committed to Equal Employment Opportunity**. The FTA audited our EEO compliance in February 2008 and was very pleased with the demographics of our workforce. Comparing the demographics of MTS's workforce to that of the available workforce in San Diego County, we are a handful of positions short of parity.

- Hispanic Executives (2)
- African American Executives (1)
- Native American Professionals (1)
- Female Executives (4)

When openings are available, we will continue to concentrate our efforts to eliminate underutilization.

Marketing

Effective Marketing efforts provide results that are sometimes difficult to measure. Ridership climbed dramatically last year and MTS had an aggressive Dump the Pump campaign on television, radio, print and outdoor. Following are examples of direct marketing efforts that have had easily quantifiable results in achieving significant ridership and revenue growth over the past three years: the College Semester Pass, the ECO Pass Programs, and MTS's Partnership Programs.

Dump the Pump
Make Transit Your Newest Employee Benefit!
For details on employer discounts on MTS monthly passes, call (619) 557-4574 or visit us at www.sdmts.com
Save up to 25%
Ride MTS
www.sdmts.com
Unlimited Bus & Trolley Rides
STUDENT SEMESTER PASS ON SALE NOW!
$106
UC TICKET OFFICE
MTS

The **College Semester Pass Program** offers college students an affordable alternative to driving and buying a college parking pass each semester. The Program aims at educating college students through on-campus outreach and advertising about the benefits of riding public transportation. Introducing young adults to public transportation builds a lasting relationship with a group that is likely to continue using and supporting public transportation for life.

- Sales increased by 30% over the last three years, climbing from 10,115 in 2006 to 13,175 in 2008. Today, about 20% of all students at San Diego State University opt to buy the semester pass.
- In the same time period, revenues jumped by 49% from $1.3 million to more than $2 million

The **ECO Pass Program** offers employers discounted monthly passes based on an annual pre-purchase contract. The discount is based on a tiered discount level, ranging from 10% to 25% off MTS Monthly Passes. This program is the only way employees can receive discounts on their monthly passes.

Through aggressive outreach and advertising to employers in San Diego, MTS encouraged employers to make transit their newest employee benefit – and positioning itself as a solution to high gas prices.

- MTS received record phone calls from employers asking about how they could qualify for this program in 2008.
- During the years 2006, 2007, and 2008, ECO Pass **sales** achieved an **impressive 115% increase** climbing from 13,980 passes sold in 2006 to 30,163 in 2008. There was also a **139% revenue increase** over the three years from $622,133 to $1,476,094.

ECO Pass Customer distributes discounted monthly passes to staff.

MTS also has multiple, mutually beneficial **Partnership Programs** uniquely designed to: increase ridership and awareness and appreciation of public transit. MTS partners with large public and private organizations as well as small community groups. Partners include:

- Professional sports teams such as the San Diego Chargers and San Diego Padres;
- Retail shopping centers such as Hazard Center and Santee Town Center;
- Arts and Cultural groups such as the San Diego Symphony, Trolley Dances, the Latino and Black Film Festivals; Balboa Park, major museums and the San Diego Zoo;
- Special events like Earth Day, Street Scene Concert, the Rock & Roll Marathon, the Holiday and Poinsettia College Football Bowl games; the Martin Luther King, Jr. parade in downtown and the Mother Goose Parade in El Cajon; and
- Other public agencies such as the San Diego Superior Court, the Air Pollution Control District, and the County Water Authority.

Each partnership creates the ability to send a focused message to a specific demographic group, community or travel corridor.

(See attachments A and B)

Community Relations

In contributing to a more "livable" community, MTS has many tangible results. During the master planning and implementation process for the new network of MTS bus services, MTS held meetings with riders and constituents to fine tune the plan. Public meetings were held at night to facilitate as much input as possible. Due to the extensive community relations effort (recognized by APTA for an **Excellence Award in 2007**), the **MTS** Board of Directors felt comfortable in making sweeping changes to the bus network and they approved the changes with a unanimous vote.

MTS also has ongoing community outreach efforts to various communities and demographic groups.

- In 2008, MTS partnered with the Food Bank and created a very successful food drive to address the startling growth of hungry families in San Diego;
- MTS has worked with the City Heights Community Development Corporation (CHCDC) to improve residents' awareness of transit services in their community and how transit could help them access a job site, attend school, or plan a weekend family outing. For the past four years, the CHDC's annual business directory cover has featured MTS serving an important community resource, like a new transit center, a medical center, or the new neighborhood library. Inside, there's an updated community map showing the location of schools, police station, the library, and of course transit routes – a great resource for new families who move to the area; and
- With an eye on reaching out to the leaders of tomorrow, MTS, Coca-Cola, and the San Diego County Office of Education sponsor an annual high school scholarship contest. High school seniors submit essays on a transit topic; the winners (40 in 2008) receive recognition, a laptop computer and increased awareness and appreciation for the role of public transit in the community.

(See attachment C)

Policy and Administration

Since the entities, formerly known as the San Diego Transit Corporation, San Diego Trolley, and the Metropolitan Transit Development Board consolidated in 2005, we have found many economies by streamlining procedures, policies, and administrative functions to further our Board adopted mission of:

"Obtaining maximum benefit for every dollar spent."

- Administering FMLA and California's myriad of medical leave laws is a very labor intensive process for all large California employers but especially transportation agencies. We have streamlined and automated our process to pinpoint and prevent abuse while not interfering with employees who have legitimate leave reasons.
- Combining the previous benefit plans of the three agencies has allowed us to lower rates through economies of scale and make administering the plans significantly less burdensome.
- Implemented a comprehensive succession plan to ensure important knowledge is passed to the agency's next generation of leaders. As the "baby boomers" begin to retire, this program will ensure the agency's function is not disrupted.
- Implemented a management development program to ensure uniformity of supervision agency wide and also ensure new supervisors receive the tools they need to succeed in a fast-paced organization such as MTS.
- Reduced absenteeism and increased employee satisfaction through the implementation of wellness programs that have furthered the health of MTS employees and their families.
- Implemented a grievance hearing procedure for management employees that is overwhelmingly popular amongst the agency's leadership and employees. The program both limits the agency's liability and gives employees peace of mind knowing they will be treated fairly and in a uniform manner.
- Partnered with the state of California to create a maintenance apprenticeship program to train Journeyman Bus Mechanics. The new program has achieved the appropriate balance of classroom work and on-the-job training which results in higher quality mechanics. The program produces journey man mechanics that are skilled in all areas of their craft as opposed to the previous practice of training mechanics to specialize in either mechanical or electrical work. This change creates obvious efficiencies in our maintenance operations.

Conclusion

MTS is an outstanding public transportation system, and will continue to work hard to uphold the APTA core values and to provide the San Diego region with reliable and convenient public transportation services. It has excelled in doing so over the last three years despite operating in one of the most challenging periods in agency history. During that time, subsidy revenue had fallen sharply while ridership has skyrocketed. Doing more with less is always a goal, but rarely has a public agency demonstrated the ability to increase its performance measures so dramatically in such a tough operating environment. MTS is clearly deserving of consideration for the Outstanding Public Transportation System in its category.

Attachment A

CHARGERS
SAN DIEGO

April 3, 2009

Mr. Bill Millar
Executive Director
American Public Transportation Association
1666 K Street, NW, Suite 1100
Washington, DC 20006

Dear Mr. Millar:

On behalf of the San Diego Chargers, please accept this letter of support for the Metropolitan Transit System's nomination for the most Outstanding Public Transportation System Achievement Award.

The San Diego Chargers have been a part of the fabric of San Diego's sports community for almost 50 years. From the beginning, our fans and employees have relied on public transit to get them to the games. Those numbers skyrocketed when the San Diego Trolley began serving Qualcomm Stadium in 1997.

Since 1997, MTS Bus and Trolley bring in more than 20 percent of our fans each game, versus an average of eight percent prior to that point. And fan surveys show that about 18 percent of those who are taking transit to the game now would not attend if they had to drive. That increased use of public transit is due in part to the multi-faceted and innovative customer information programs that the Chargers and MTS have deployed together.

The San Diego Chargers considers the Metropolitan Transit System to be a great partner and well deserving of this award.

Sincerely,

James H. Steeg
Executive Vice President – Chief Operating Officer
San Diego Chargers

4020 Murphy Canyon Rd. San Diego, CA 92123
mail: P.O. Box 609609 San Diego, CA 92160
858.874.4500
chargers.com

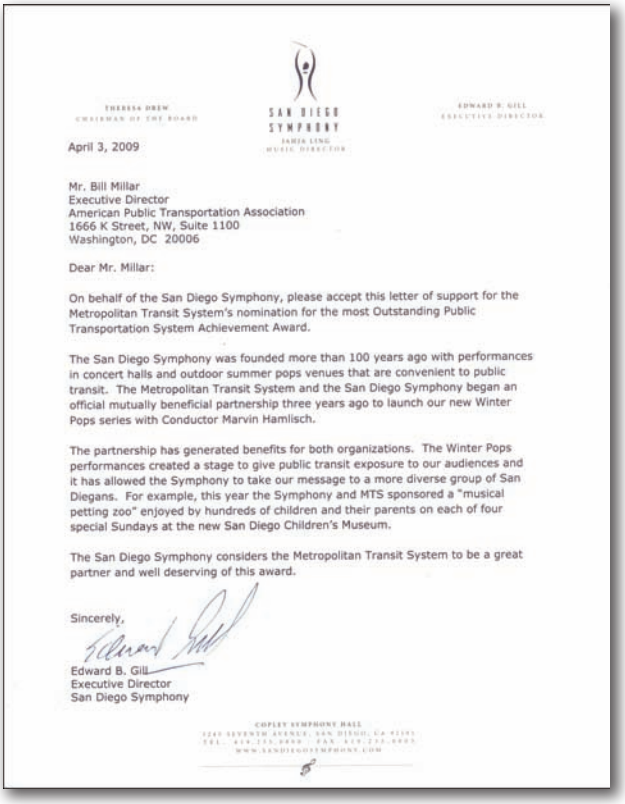
San Diego Chargers

"The increased use of public transit is due in part to the multi-faceted and innovative customer information programs that the Chargers and MTS have developed together."

Symphony Partnership

"The Winter Pops performances created a stage to give public transit exposure to our audiences and it has allowed the Symphony to take our message to a more diverse group of San Diegans."

MTS
¡A sus niños les encantará el Festival para la Familia y los Conciertos "Winter Pops" en el Symphony Hall de San Diego!
2 de noviembre:
2:00 p.m.
Symphony Spooktacular
niños pueden ir disfrazados
7:30 p.m.
Día de Los Muertos
música tradicional interpretada por Mariachi Champaña Nevín
¡Sábados y domingos dos menores (de hasta 12 años) viajan gratis con un adulto que haya pagado su boleto!
SAN DIEGO SYMPHONY
www.sandiegosymphony.com



SAN DIEGO SYMPHONY

April 3, 2009

Mr. Bill Millar
Executive Director
American Public Transportation Association
1666 K Street, NW, Suite 1100
Washington, DC 20006

Dear Mr. Millar:

On behalf of the San Diego Symphony, please accept this letter of support for the Metropolitan Transit System's nomination for the most Outstanding Public Transportation System Achievement Award.

The San Diego Symphony was founded more than 100 years ago with performances in concert halls and outdoor summer pops venues that are convenient to public transit. The Metropolitan Transit System and the San Diego Symphony began an official mutually beneficial partnership three years ago to launch our new Winter Pops series with Conductor Marvin Hamlisch.

The partnership has generated benefits for both organizations. The Winter Pops performances created a stage to give public transit exposure to our audiences and it has allowed the Symphony to take our message to a more diverse group of San Diegans. For example, this year the Symphony and MTS sponsored a "musical petting zoo" enjoyed by hundreds of children and their parents on each of four special Sundays at the new San Diego Children's Museum.

The San Diego Symphony considers the Metropolitan Transit System to be a great partner and well deserving of this award.

Sincerely,

Edward B. Gill
Executive Director
San Diego Symphony

Attachment B

BALBOA PARK CENTRAL

Mr. Bill Millar
Executive Director
American Public Transportation Association
1666 K Street, NW, Suite 1100
Washington, DC 20006

April 2, 2009

Dear Mr. Millar:

On behalf of Balboa Park Central, please accept this letter of support for the Metropolitan Transit System's nomination for the most Outstanding Public Transportation System Achievement Award.

Balboa Park is one of the nation's largest urban parks. With more than 12 million visitors a year, it is also one of the top three tourist attractions in the region and is a major recreational and entertainment resource for local residents. The weekly "Free Tuesdays" that offer free admission to a rotating group of museums is one of the best family values for educational and wholesome entertainment especially for families with low incomes.

MTS has worked closely with us for the past three years on collaborative programs that have benefited the entire Park as well as specific programs tailored to individual museums and attractions to increase awareness and trips to the Park. Over the past three years we have partnered to:

- Improve bus stops by the park with a "You Are Here" Map and customized pole toppers that indentify the major attractions at each stop;
- Improved transit information on the Park's web site
- Provided special discounts on admission for transit riders via 25,000 coupon books distributed during summer on select MTS bus routes for the past two years.
- Introducing the the Park's new one-day Pass for admission on up to 4 museums at the Transit Store.
- Developing a contest to distribute 1,000 pairs of tickets to 12 different museums and the San Diego Zoo through Coca-Cola vending machines at Trolley Stations in an off-season awareness promotion.
- Be the first non-profit organization to wrap a "Green Trolley" to promote our shared environmental goals.

Together these programs support the Park's green initiatives and have helped us reduce visitors' carbon footprint.

The Park considers the Metropolitan Transit System to be a great partner and well deserving of this award.

Sincerely,

David Kinney
Executive Director

1549 El Prado, San Diego, California, 92101

Balboa Park Partnership

"...the first non-profit organization to wrap a 'Green Trolley' to promote our shared environmental concerns."

San Diego Food Bank

MTS received a last minute plea from the San Diego Food Bank to help them respond to the dramatically growing demand resulting from the sudden economic downturn. As a public agency that works to provide services in San Diego County, MTS rolled out vehicles to local grocery stores and in two days collected more than 1,500 pounds of food to fight hunger for San Diego residents.

The San Diego Food Bank has faced a tough year with demand often outweighing donations. The holidays are an especially important time to remember to give to the San Diego Food Bank. With economic factors like unemployment and homelessness on the rise this year, it is even more important to help.

Our goal is to fill a new MTS NABI bus with food.
These NABI's are 60-feet long, and could be filled with food to feed hundreds of families.

Food drive is from 10 a.m. to 2 p.m. on Saturday, December 20 at:

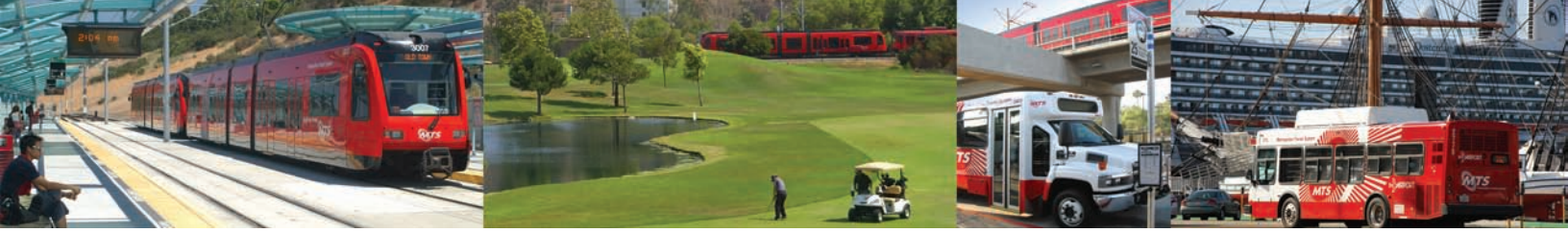
- Market Creek Plaza at 310 Euclid Avenue in San Diego
- Albertsons at 10633 Tierrasanta Blvd. in San Diego
- Albertsons at 8650 Lake Murray Blvd. in San Diego

What to bring:
The San Diego Food Bank needs food that will provide nutritious meals for people in need.
Their most needed items include:

- Canned meat & tuna
- Canned soups
- Canned fruits and vegetables
- Peanut butter
- Canned beans
- Dry spaghetti
- Dry cereal
- Rice
- Mac & cheese

The Food Bank cannot accept perishable items or items in glass jars due to food safety regulations.

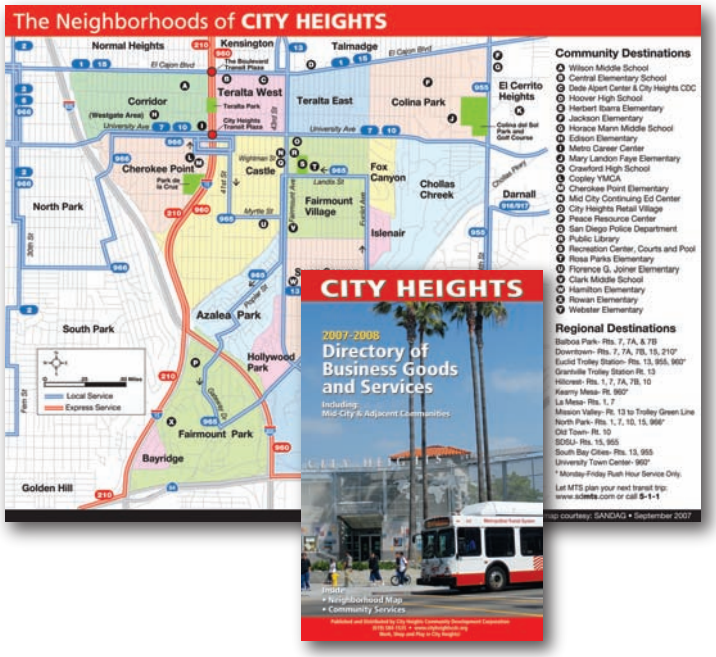
SAN DIEGO FOOD BANK · MTS · Albertsons · MARKET CREEK PLAZA



Attachment C

City Heights

"...CHCDC and MTS have worked closely together to provide improved public transit linkages for people who live in our community."



CITY HEIGHTS
Community Development Corporation

April 2, 2009

Mr. Bill Millar
Executive Director
American Public Transportation Association
1666 K Street, NW, Suite 1100
Washington, DC 20006

Dear Mr. Millar:

On behalf of the City Heights Community Development Corporation (CHDC), please accept this letter of support for the Metropolitan Transit System's nomination for the most Outstanding Public Transportation System Achievement Award.

The City Heights CDC mission is to enhance the quality of life in San Diego's City Heights neighborhood by working to create: quality affordable housing, livable neighborhoods, economic self-sufficiency, and investment. Public Transit is an integral part of all these goals.

Over the past five years, the CHCDC and MTS have worked closely together to provide improved public transit linkages for people who live in our community. These linkages are making it easier for our residents to travel to jobs, school, shopping, medical care, and recreation.

The City Heights CDC considers the Metropolitan Transit System to be a great partner and well deserving of this award.

Sincerely,

Wendy Hope
City Heights CDC
Community and Economic Development
Programs Director

4283 El Cajon Blvd, Suite. 220
City Heights, CA 92105 • 619/584-1535 • FAX: 619/584-7992•info@cityheightscdc.org

SAN DIEGO COUNTY OFFICE OF EDUCATION
6401 LINDA VISTA ROAD, SAN DIEGO, CALIFORNIA 92111-7399 (858) 292-3500

Superintendent of Schools
Randolph E. Ward, Ed.D.

April 7, 2009

Mr. Bill Millar
Executive Director
American Public Transportation Association
1666 K Street, NW, Suite 1100
Washington, DC 20006

Dear Mr. Millar:

On behalf of the San Diego County Office of Education, please accept this letter of support for the Metropolitan Transit System's nomination for the most Outstanding Public Transportation System Achievement Award.

The San Diego County Office of Education, representing nearly 500,000 children in grades K- 12 in San Diego County, has had an ongoing partnership with the Metropolitan Transit System for almost a decade, as co-sponsors of an annual high school scholarship essay contest. Each year, the students write an essay on a topic that has to do with the value of public transit. The 40 annual winners receive recognition and laptop computers to take to college.

Preparing students for the future is our goal. This partnership is one very important way we are doing that. And I'm also aware of many other actions MTS takes to help students, their families, and the community.

Teachers can save money on field trips by using the Classroom Day Pass, which is just $1.50 for a student or adult chaperone. More than 40,000 students use transit to take field trips every year, and more than 9,000 local community college and four-year university students also lower their travel costs by purchasing discounted monthly and semester transit passes. And on weekends, MTS offers free trips for two children (12 and under) traveling with an adult. This allows families to travel inexpensively for recreation or educational opportunities. For all of these reasons, the San Diego County Office of Education considers the Metropolitan Transit System to be a great partner, an asset to the community, and most deserving of this award.

Sincerely,

Randolph E. Ward,
County Superintendent of Schools

Board of Education
Nick Aguilar Susan Hanley Sharon C. Jones Robert J. Watkins John Witt
SERVICE AND LEADERSHIP

San Diego Office of Education

MTS, Coca-Cola, and the San Diego County Office of Education have proudly sponsored an annual transit essay scholarship for the past nine years.